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Mr. Bill Moyers  
 Special Assistant to the President  
 The White House  
 Washington, D.C.

Dear Bill:

In response to your invitation to come over and talk things over some time, I am taking the liberty of putting some ideas on paper regarding the Central Intelligence Agency which you may find interesting and possibly so will the President.

As you remember, almost simultaneously with my swearing in, I had a conference with the President on Vietnam. Then, within hours after taking office -- we were faced with the crisis in the Dominican Republic. It was a period of intense activity: immediate consultation with the President, the establishment and delivery of hourly situation reports, attendance at White House meetings, briefings of Congress, and the closest cooperation with the Federal Bureau of Investigation. In discharging these responsibilities, I placed full reliance on the competence of the CIA experts who produce the finished intelligence. The conclusions reached at that time on the then undercover activities and aims of the Communists have been borne out. Internally, I quickly set up a Dominican Intelligence Task Force to manage this crisis. It was able to formalize the continuous liaison within CIA and outside the Agency. It provided a mechanism to keep me informed of the activities and plans of the Agency, to keep me abreast of the current intelligence situation, and to read and review the reports flowing to the President and top policy advisors of the Government.

And so there was developed an approach to the utility of intelligence in these early weeks as the new Director of Central Intelligence which stands me in good stead. I get briefed early and often. My daily briefing by experts begins before 7:00 a.m. so that I am fully informed and responsive to policy makers. There is a continuous flow of reports

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*DOD White House File*

*White House File*

to my office from every conceivable source from all parts of the world, and accordingly I read widely and deeply. I don't consider that my work is done unless I am sending the best intelligence to the right person's attention on time. This is my sense of mission and I am ever mindful of my charge from the President.

In line with the President's wishes that Dick Helms and I "spare no effort to make this the best intelligence agency in the world", working together during the past ten months, we have made important changes so that the Agency can perform its functions in a more efficient manner; we have inaugurated long-range plans and budgetary systems, pulled together in a modern management center that permits us to efficiently conduct our business. Thus we have under continuing review our performance evaluated against projected goals.

I have delegated to Mr. Helms authorities which permit him to conduct the day-to-day activities of the Agency. He sits as the CIA representative on the United States Intelligence Board, which I chair as the President's representative, and with my strong approval he briefs members of the Congress -- in addition to my own briefing of them. This gives me more time to devote to overall coordination of the Intelligence Community, our broad relations with State, Defense, the FBI, and the NSC -- and allows me time to keep members of Congress informed which we try to do on a weekly basis. It also affords me the needed time to probe into our own organization to assess its state of efficiency, its future development, and to conduct the long-range planning required to meet the intelligence needs of the country's leaders in the future. We have attempted to merge my own executive and managerial experience with the intelligence expertise of Mr. Helms -- hopefully to strike an optimum balance. Our performance will, of course, have to be judged by others.

Last year we completed a study of the intelligence objectives the Agency must be capable of accomplishing within the next ten to fifteen years. This is a master plan stressing cost effectiveness and increased efficiency. The plan is subject to continuous evaluation and review to give us maximum results at the lowest possible cost. We have been told that our management system methods, now in being, are outstanding.

This modern management system has done much to identify and weed out obsolescent and less effective programs and permits us to emphasize the higher priority ones and be responsive to the new and on-coming needs of the intelligence objectives which the long-range planning study had previously brought into focus.

Permanent planning, budgeting, evaluation groups have been set up in each of the Directorates of the Agency. These follow the progress of the work during the year and compare the progress with the current fiscal year goals -- and accomplish budgeting work on a concurrent basis for the upcoming fiscal year. The Bureau of the Budget has complimented us on this newly inaugurated management system.

We have strengthened our scientific and technical intelligence production using, in addition to our own extremely competent scientists under the able direction of Dr. Albert Wheeler -- the skills and talents of other American scientists of world-wide renown who serve as cleared consultants. American industry also has been cooperating and helping in this effort in a heartwarming manner.

We have installed what I term a "24-hour Operations Center" to give prompt and comprehensive intelligence service. This "Center" is staffed with senior intelligence officers and is in continuous contact with the Intelligence Community and with the principal offices of the Government. This is a seven-day-a-week operation.

In connection with the Operations Center mentioned above, we have continued to staff the White House Situation Room with Intelligence Watch Officers who are on duty 24 hours a day. The Situation Room Duty Officers are in close contact with our Operations Center throughout the day and night so that the latest information and intelligence are available to the President and members of the White House staff.

We have established several vital task forces composed of outstanding specialists of the entire Intelligence Community to be more responsive to special needs -- for example, the "Vietnam Task Force".

The Vietnam Task Force within CIA is headed by a senior operations officer with a profound knowledge of the area. The Task Force

members are from every part of CIA -- plus other elements of the Community. The mission and purpose of the Task Force is to emphasize the coordination of all of our intelligence efforts, pertinent to Vietnam -- and in the main to be responsive to the American needs in Southeast Asia.

We have re-emphasized and re-dedicated the mission of CIA to its principal mission -- which is to collect, digest, interpret, and disseminate intelligence. While other aspects of our over-all responsibilities must be appropriately discharged, greater emphasis is being devoted to the job of obtaining foreign intelligence which, as I said in the beginning, I consider our primary mission.

We have emphasized our personal efforts with the Congress, the State Department, the Defense Department, the Federal Bureau of Investigation, and the President's Foreign Intelligence Advisory Board -- and believe we are a smoothly-working and harmonious member of the Government.

We shall, however, continue to try to improve in every way the quality of our performance. To do this, we shall continue to emphasize the performance of our personnel -- which is already rated among the highest in Government. They are proud of their association with CIA and know in their hearts and minds that CIA is one of America's first lines of defense to which they are dedicated and of which they are a part.

We are proud to serve the President and will continue to devote our efforts to insure optimum performance of the Central Intelligence Agency.

I shall be pleased to discuss with you any of these or any other topics at your pleasure.

Respectfully,

(signed) W. F. Raborn

W. F. Raborn  
Director

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14 February 1966

Dear Bill:

In response to your invitation to come over and talk things over some time, I am taking the liberty of putting some ideas down on paper regarding the Agency which you may find interesting and possibly so will the President.

In reviewing the stewardship and administration of Dick Helms and myself the past 10 months, it is quite clear that some very considerable progress and improvements have been made in the Agency as a whole.

I should like to list them for you because they are constructive and are entirely in line with the President's wishes that we "spare no effort to make this the best intelligence agency in the world."

a. Last July we completed a four month planning study which was conducted by some 40 people representing all elements of the Agency under the direction of one of our most senior officers. This study looked 10 years in advance to determine the Intelligence Objectives which we wanted to have the capability of accomplishing. We then applied these objectives to various geographical parts of the world to sketch out what would probably be the most efficient ways to obtain these objectives in those portions of the world. We then took the first 5 years of this 10 years and by fiscal years identified the efforts which, if accomplished, would give us the capabilities to obtain the objectives which we had set for ourselves. We were able to identify many operations which were relatively non-productive. These were cut out or back. Other and higher priority work areas were similarly identified.

b. We have installed a modern management system which has built on the successful management principles used in the Polaris program. This has done much to identify and weed out obsolescent and less effective programs and permits us to emphasize the higher priority ones and be responsive to the intelligence objectives which we had previously brought into focus. Permanent planning and evaluation groups were

established in each of the Directorates of the Agency. These follow the progress of the work during the year and compare the progress of the Directorates with the previously announced fiscal year goals and thereby provide day-by-day good management and planning for the next year's budget. This has been enthusiastically accepted and endorsed, as well as utilized by the entire Agency. The Bureau of the Budget has complimented us on our management system because it permits us clearly to justify by-line items in our requirements and enables the Bureau to obtain a better conception of the validity of our needs. This is drawn together in a modern management center located in the Headquarters Building of the Agency.

c. We have installed a 24 hour Operations Center manned with seasoned intelligence officers who receive intelligence inputs around-the-clock from all parts of the world and Agency. They evaluate the news and give prompt service to the White House, Defense Department, State Department, etc., as well as to the DCI. This, too, has been enthusiastically endorsed within the Agency and our people are quite proud of it.

d. We have settled the "NRO problem." As you may recall, one of the most distressing and difficult problems was the difficulty in reconciling the respective differences of the DoD and the CIA in the management of the overhead reconnaissance programs. Working with Mr. Cyrus Vance, it was my pleasure to draw up an organization and modus operandi which he gladly endorsed. Today, both the Agency and the Defense Department are working harmoniously together for the best interest of Uncle Sam and have reduced the previous differences and frictions to minuscule size. Mr. Vance and I form an Executive Committee to over-see this most important part of our intelligence program and we resolve all questions on the basis of "what is the best way to do it and what is best for our country!"

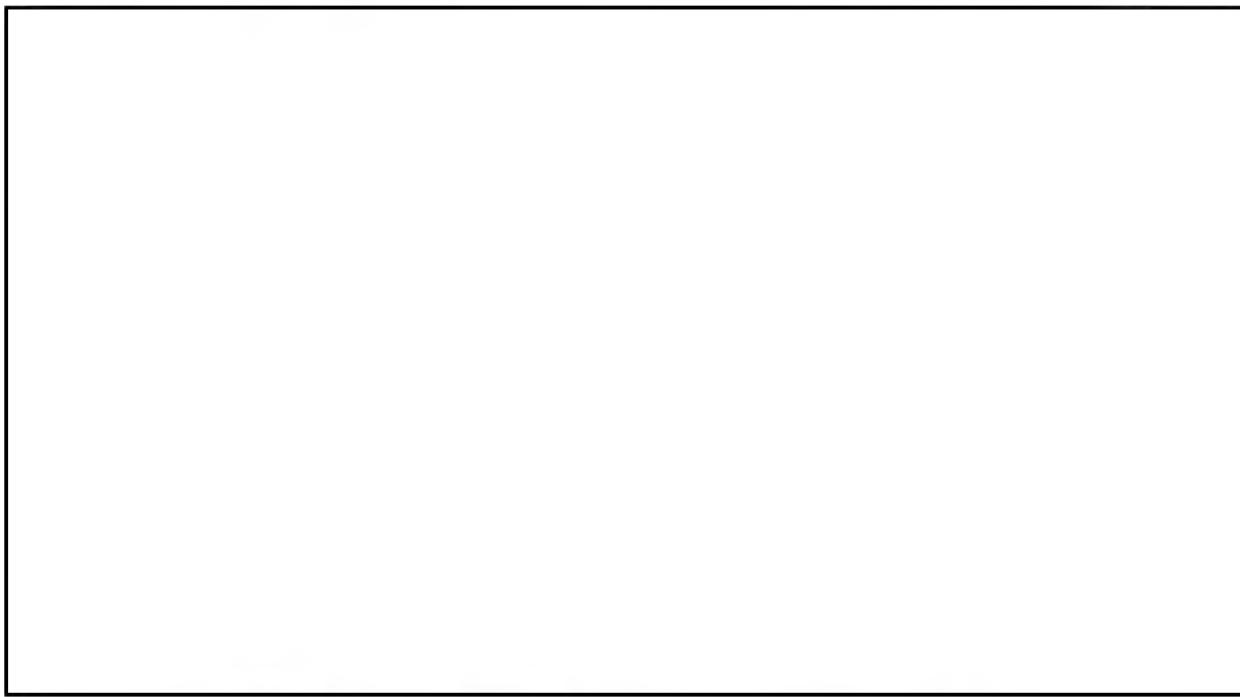
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f. We have formed a Vietnam Task Force within the Agency with associate members from the various other members of the intelligence community. This Task Force is headed up by our former Chief of Station at Saigon and its members are from every part of CIA plus other elements of the community. The announced mission and purpose of this Task Force is to insure top coordination of all of our efforts and to highlight areas in which we should perhaps increase our efforts and in the main to be responsive to the stepped-up American efforts in Southeast Asia.

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h. We have re-emphasized and rededicated the mission of CIA to its principal mission, which is to collect, digest, interpret and disseminate intelligence. The lure of paramilitary efforts and similarly exciting facets of our over-all responsibilities have been appropriately subordinated and more emphasis has been given to the primary job of obtaining by every means intelligence on the activities within foreign countries, which we consider our primary mission.

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k. We have recently established Dr. R. Jack Smith, vice Dr. Ray Cline, as Director of Intelligence. This is our most senior intelligence job within the Agency and the resultant team is working most harmoniously together.

l. And finally, we have established most friendly and constructive relations with the President's Foreign Intelligence Advisory Board. We appreciate the fine guidance and assistance of the Clifford Board very much indeed, and are responsive to it.

I am told by many people who volunteer the information that the morale of the Agency has never been higher and there seems to be a new sense of purpose as well as dedication on the part of our wonderful

people here. Mr. John McCone visited me about two weeks ago and reported that his several days' visit to Washington clearly indicated to him that the regard for the Agency's performance had never been higher. While this was most welcome news, we are not resting on our laurels because the intelligence business is a dynamic one and we can never become smug or complacent.

I shall be very pleased to discuss with you any of the above or other topics at your pleasure.

I am proud to serve the President and will continue to dedicate my management efforts to insure optimum performance of the CIA and its outstandingly competent personnel.

Respectfully,

W. F. Raborn

WFR/mfb : Original handcarried by DCI to addressee on 2/14/66  
lcc -- DCI White House File  
lcc -- DCI official chrono  
lcc -- DDCI to take to Mahon Committee on 2/15/66

The Honorable Bill D. Moyers  
Special Assistant to the President  
The White House  
Washington, D. C.

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CENTRAL INTELLIGENCE AGENCY

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OFFICE OF THE DIRECTOR

3 March 1966

MEMORANDUM FOR:

Mr. Bill Moyers  
Special Assistant to the President

In response to your request,  
attached is the unclassified version of  
the Director's letter to you dated  
14 February 1966.

*/s/*

[Redacted]

Executive Assistant

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Attachment

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